



NEW LEAVE BANK POLICY IN PLACE TO HELP THOSE AFFECTED BY WILDFIRES

BY TROY A. EID
EXECUTIVE DIRECTOR, DPA

Editor's Note: On June 21st, DPA Executive Director Troy Eid announced a new policy authorizing State employees to donate unused administrative leave to assist victims and first responders to wildfires and other natural events. The following is the text of this policy:

According to the authority vested in me by law, I hereby determine that it is in the interest of the State of Colorado to provide the opportunity for paid leave from work to state employees who are experiencing life-altering catastrophic events or emergencies, such as wildfires, floods, tornadoes and other natural disasters. This includes employees who suffer loss of life or property as a consequence of such events, or who are serving as first-responders to such tragedies. Providing paid leave to state employees in such instances is not legally required by the State as an employer. However, the State should encourage its employees to support their colleagues voluntarily by donating annual leave to those in need.

State employees may donate annual leave to existing leave-banking or leave-sharing programs within the departments, agencies or institutions in which they are employed, or between or among such entities, to be used in accordance with established procedures. Departments that do not have such leave-banking programs are hereby authorized to establish them.

The State Personnel Director, through the Director of the Division of Human Resources, shall issue standards and guidelines to assist departments in determining what qualifies as a catastrophic event, emergency or natural disaster.

I hereby authorize and encourage cabinet officers and presidents of colleges and universities to expand their current annual leave-banking programs to include the donation of annual leave for employees who are victims of life-altering catastrophic events, emergencies or natural disasters, or who are serving as first-responders to such tragedies. This leave may be used only after exhaustion of any annual leave and compensatory time.

Signed this 21st Day of June, 2002

Troy A. Eid
Executive Director



One of many "tent cities" where fire fighters retreat to when not battling Colorado's forest fires. This one is located in Lake George; you can just make out the outline of the lake in the background through the smoke.

Photo courtesy of Mike Wallace

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TECHNOLOGY MANAGEMENT UNIT (TMU) IMPROVES IT APPLICATIONS

BY LEROY WILLIAMS
CHIEF INFORMATION OFFICER

Continuing with the DPA's commitment to the "Three C's" (Customers, Credibility and Communication), information technology functions throughout the Department of Personnel & Administration have been reorganized into two major areas – application development and infrastructure.

Employees who provide services related to development, maintenance and support of applications and business systems have been combined into the Technology Management Unit (TMU), led by Leroy Williams, the Department's Chief Information Officer. Employees who provide services for the State's shared computing, network, and microwave communication environments make up the Division of Information Technology (DoIT), led by Division Director Rick Malinowski.

The TMU is establishing five new functional teams that will implement new processes designed to improve the handling of customer requests, development of new applications, and support of our customers and their business systems. These changes will allow TMU to improve information technology support of DPA's internal business units and on web-enabling the State's cross-departmental administrative systems, such as COFRS, ADS, EMPL, and CARS.

The *Portfolio Management Team* will be led by Dave Cuneo and will be responsible for management of IT assets in the Department, prioritization of new initiatives and projects, and analysis of return on investment.

Developing strategies for migrating existing systems to newer technologies will be the focus of the *Enterprise*

Architecture Team. Headed by John Komdat, this team will assess the Department's current IT infrastructure, and create a modern enterprise architecture plan.

Ann Mord will direct the *Customer Account Management Team*, which will work closely with DPA's business units as well as stakeholders of the cross-departmental administrative systems. Together they will work toward developing IT solutions for strategic business needs.

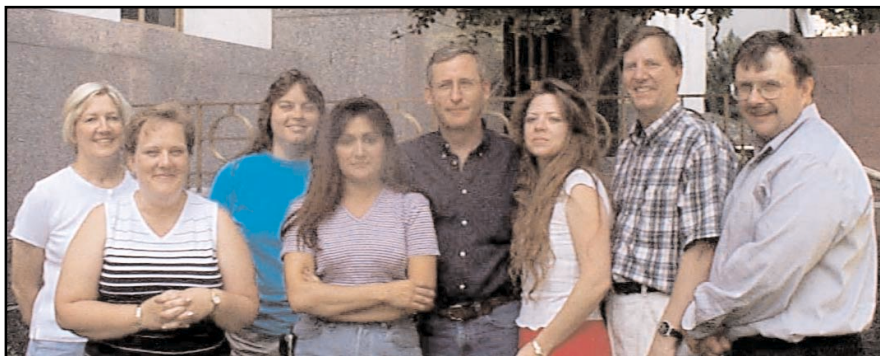


Leroy Williams heads the new Technology Management Unit which includes the Business Systems Development and Support Team led by Margaret DeLany.

Margaret DeLany will lead the *Business Systems Development & Support Team* providing analysis & design, development, programming, testing, and implementation of enhancements to current systems and new software solutions.

The *Customer Care & Support Team*, led by Mike Amelon, will provide a single point of contact for resolution of production system problems. The team also provides computer desktop and network support to departmental work units in the Capitol Complex and North Campus locations.

This reorganization of the Department's vital technologies will allow DPA to focus more on the customer, deliver services of value and drive effective communication in Colorado State government.



The Customer Care and Support Team, pictured from left to right: Sue Schiffmacher, Connie Winters, Susan Berry, Deanna Chavez, George Kahler, Jill Vaughan, Ron Paolucci and Mike Amelon. Team members not pictured: Sue Darnell and George Sigala.

STATE FLEET MANAGEMENT HAS NEW PHONE NUMBERS

We can now be reached at

303-866-5222

or

1-800-723-8023

The front office fax
number is 303-723-8023.

PUEBLO DATA CENTER AND IMAGING MICROFILM UNIT MERGE

By Bill Taylor
Project Specialist



Last month, the Division of Central Services announced the merger of the Pueblo Data Entry Center (PDEC) and the Imaging and Microfilm Unit (IMU). The new organization, now called Document Solutions Group (DSG), is better positioned to serve all their customers' document capture, conversion, and retention needs. DSG will continue to operate both facilities at 1001 E. 62nd Avenue in Denver and at 701 Court Street in Pueblo.

With the merger, DSG is now able to provide a wider range of services from scanning, to storage to microfilming.



DSG's Pueblo office now has even more resources to meet their customer's needs.

Customers can have scanned their paper documents of all sizes to black and white, grayscale, or color digital images. The images are available in TIFF, JPEG or other ANSI standard formats. The

scanned images can also be indexed by keywords, allowing for later retrieval. They also have the capability to export images into various databases and can provide long-term storage with access to an Electronic Document Warehouse which



Sandy Justus scans a customer's documents.
allows customers to log-in using a web browser.

DSG also offers data entry services and is able to manage unique data entry projects with quick turnaround and accuracy through verification systems.

Another new service DSG offers is Documents On-line, which allows customers to fill out an application on-line. This new system interprets the data and transmits it to a database located on your server. Along with the data, the on-line system will submit an image of the document upon request. This image can be used for archival purposes or verification of submittal.

For more information about DSG contact Cynthia Nardini, DSG Manager at **(719) 545-5295** or email **cindy.nardini@state.co.us**. DSG may also be reached through their website at **www.sctc.state.co.us**.



In June, the Colorado State Employee Assistance Program (C-SEAP) held an open house to celebrate the legislature's support and continuation of the 22-year old program.

(Clockwise from far left) Randy Blatt, Director of C-SEAP, Jeff Schutt, Human Resources Division Director and Monica Cortez-Sangster Manager of Human Resources, Paul Farley, Deputy Executive Director and Executive Director Troy Eid, welcome supporters.



PERFORMANCE MATTERS

NON-BASE VS. BASE BUILDING AND PERFORMANCE AWARD DISTRIBUTION

BY MONICA CORTEZ-SANGSTER,
MANAGER OF HUMAN RESOURCES

The beginning of the new fiscal year brings about many changes with regard to performance pay and the compensation plan. Anniversary increases will no longer apply. Employees will no longer receive an automatic salary adjustment and the five-year rate is gone. Performance awards will be distributed in the July paycheck and the pay ranges consist of a minimum and a maximum.

If you are eligible for an award, the award can be distributed in three ways: *base-building*, *non-base building* or a combination of base and non-base building. A base building award becomes a permanent part of your monthly salary where the non-base building award is a one-time payment that is not a permanent part of your salary. A combination of the base and non-base building awards results in a portion of the award becoming a permanent part of your monthly salary with the other portion of it being paid out in one lump sum in your July paycheck.

The percentages for the ratings levels are determined by the number of ratings per level throughout the department and the P4P pot. This number and the percentages will vary each year. For FY2002-2003 the percentages for each rating level are as follows: Proficient – 1.75%; Commendable – 3% (2% base and 1% non-base); and Excellent – 5% (3% base and 2% non-base).

Following are a few examples of how performance awards are calculated:

Example 1: Base-building awards below pay range maximum

After his increase from the Salary Survey, Joe Shmo has a monthly base salary of \$3000 which is below the pay range maximum for his level. He received a “Proficient” on his P4P evaluation and his former anniversary month is November.

His 1st Year Performance Award is calculated as:
(Base Salary x Award %) x (# of months between former anniversary month through June)
(\$3000 x 1.75%) x 8 months = \$420

His Annualized Award is calculated as:
1st Year Performance Award/12 months
\$420/12 = \$35 (rounded to the nearest whole dollar)

His new base salary as of July 1 is:
Current Monthly Base + Annualized Award
\$3000 + \$35 = \$3035

Example 2: Non-base building awards at or above pay range maximum

After her Salary Survey increase, Jane Shmo has a monthly base salary of \$3000 which is at the pay range maximum. She received an “Excellent” on her P4P evaluation and her former anniversary month is February.

Her 1st Year Performance Award is calculated as:
(current monthly base x award %) x (# of months between former anniversary month through June)
(\$3000 x 2%) x 5 months = \$300
Base salary remains at \$3000, but \$300 is paid in one lump sum on 7/31/02.

Please see PERFORMANCE, p. 5

DPA Performance Pay Increases for FY ‘02-‘03

Rating	Below Pay Range Max	At or Above Pay Range Max
Excellent	5% (3% base, 2% non-base)	2% non-base only
Commendable	3% (2% base, 1% non-base)	0%
Proficient	1.75%*	0%

* Not to exceed pay range max.

FREQUENTLY ASKED QUESTIONS

DPA PERFORMANCE PAY AWARDS

On July 1 the Department — along with the rest of Colorado state government — began Pay for Performance (P4P) payouts under the new state law. Each department, agency and institution in state government is now responsible for developing and running its own P4P program using guidelines developed by DPA.

What is Pay for Performance?

The P4P system is the State's way, as our employer, to track and recognize the job performance of individual employees. The P4P program replaces the State's old anniversary ("step increase") pay system, in which all employees received exactly the same compensation increases based solely on seniority, regardless of their individual performance. But it is important to note that all P4P awards are *in addition* to the annual Salary Survey increases that *all* classified state employees received starting July 1.

How has the Budget Situation Affected Performance Pay?

As funded by the JBC for FY '02-'03, the P4P "pot" of money is just over 60 percent of the dollars that used to be paid to state employees in the form of automatic anniversary increases. This reduction in the funding that Governor Owens and Troy Eid requested is disappointing. The earlier P4P law was supposed to be "revenue-neutral" from the old anniversary pot. Instead, about \$9 million was appropriated by the Legislature instead of the \$15 million that would have been revenue-neutral. The additional \$6 million was used by the Legislature to help balance the budget, and to fund two unrelated pieces of anti-drug legislation, HB 1038 and SB 50, that are designed to combat the production of methamphetamine.

But had the Legislature rejected the P4P program entirely, as many predicted earlier this legislative session, the \$9 million earmarked for P4P payouts would also have been spent on other purposes unrelated to state employees. Adding the Salary Survey money, there is a total of nearly \$75 million in increased employee compensation for FY '02-'03 — despite the most serious revenue shortfall in 20 years.

The first round of P4P award payouts is expected to be smaller now than in future years because of the need to pro-rate awards during the first year, as the new system is implemented. Bear in mind, however, that many state employees who were at range-maximum under the old anniversary system will now be eligible for and will receive performance-pay awards after years of no such raises.

When Will I Find Out About My Own Performance Pay Award?

All P4P awards will be made after Salary Survey increases. Base-building awards will be made to the base salary in effect July 1. Non-base building awards (one-time awards that aren't added to your base salary) will be paid in one lump sum and will be reflected in your July paycheck with your new base salary.

Are New Employees Eligible for P4P Awards?

In order to receive a performance award, DPA employees must have been hired prior to March 31, received an annual evaluation by March 31, or transferred to DPA on or before July 1. Please bear in mind, for the first year only, existing employees that are eligible for an award will receive a prorated award based upon their anniversary month through June 30.

PERFORMANCE , from p. 4

Example 3: Combination of Base and Non-base building awards below pay range maximum

After his increase from the Salary Survey, Felix Shmo has a monthly base salary of \$3000 which is below the pay range maximum and received a "Commendable" on his P4P evaluation which means he gets a 2% base building award and a 1% non-base building award. His former anniversary month is October. Using the above calculations, his awards are:

Base-building Award:

$(\$3000 \times 2\%) \times 9 \text{ months} = \540
(rounded to nearest whole dollar)

$\$3000 + \$45 = \$3045$ is the new base salary on 7/1/02

Non-base building Award

$(\$3000 \times 1\%) \times 9 \text{ months} = \270

His base salary is \$3045 and \$270 is paid in one lump sum on 7/31/02.

The new fiscal year also will signify the first time the HR and Budget staffs and personnel/payroll systems will have experienced a performance award payout. It has been a learning process and adjustments will need to be made. Please be sure to review your July pay statement to ensure there are no calculation errors.

DPA's Human Resources Unit is available to assist you with any questions or concerns that you may have. For additional information regarding the performance pay system, I encourage you to utilize the following web site from the DHR web page:
<http://www.state.co.us/dhr/oversight/library.htm>.

DAVE McDERMOTT NAMED EMPLOYEE OF THE MONTH

Congratulations to Dave McDermott of the State Controller's Office for being named DPA's Employee of the Month. It is through his efforts as part of the Reporting and Analysis (R & A) section, Colorado has been the first state in each of the last two years to publish its Comprehensive Annual Financial Statement.

For the last four years R & A has received a certificate of achievement from the Government Financial Officers Association due in large part to Dave's work. This recognition continues to increase Colorado's credibility in financial reporting nationwide.

Dave has also become an expert on changes to financial



reporting models for state and local governments. In a short period of time he has become a nationally recognized resource on this issue.

Dave is always ready and willing to discuss new accounting issues with various agencies to help them get accounting done correctly. Dave worked with the Department of Transportation on its

entries to account for the TRANS bonds issued for T-REX and other transportation improvement projects. He worked with the Department of Human Services on how to do proper accounting for its computer rental agreements and developed the cash flow model that the State Treasurer uses to predict his cash needs during the year. Dave's teamwork and leadership bring credit to the entire Department.

COLORADO CARES DAY SATURDAY, AUGUST 3

We strongly encourage everyone to come out with your fellow DPA employees and give back to our state. Later this month our Executive Director, Troy Eid, will ask you to participate in a particular community project.

**MARK YOUR CALENDARS NOW AND
HELP DPA MAKE A DIFFERENCE.**

THE FIRST ANNUAL DPA GOLF TOURNAMENT

Date: Saturday, July 27

Place: Overland Golf Course

Registration Fee: \$80.00 per person- \$85.00 after July 12. Fees include green fees with cart, coupon towards lunch, prizes, a bucket of balls for the range and a donation to the DPA Employee Council.

This is a 1-day, 4-man Best Ball tournament. All State Employee's and family or friends of State Employee's are welcome to participate.

For more information or registration please call Mike Sexson at 303-866-6552.

DID YOU KNOW:

Fellow DPA employee Irodis Bouris was a member of the Greek National Soccer Team.

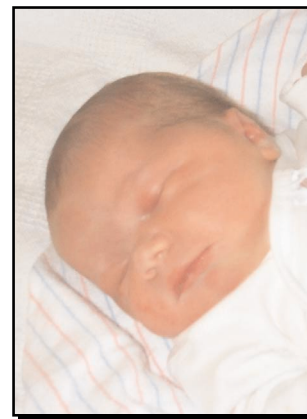


WHO IS THAT ?

Congratulations to Laura Blake, she was able to determine that the little girl in the picture, below left, is Judi Karg of the HR division and an active member of the Employee Council.

Try to guess who the darling boy is in the picture below, right. We will give you a hint: *it's a very recent picture.*

E-mail you answer to Julie Postlethwait at julie.postlethwait@state.co.us.



LETTERS OF APPRECIATION

Dear Mr. Eid,

We would like to make you aware of our gratitude to a particular member of your staff, Mr. Brad Mallon of the Human Resource Services Division.

As you may be aware the Judicial Branch is embarking upon the creation of an internal employee mediation program. In this effort, Brad was instrumental in helping us to equip and train our employee mediators. Mr. Mallon facilitated our four-day training session, and had made himself available as a resource for our continued effort toward this new venture.

Brad was a pleasure to work with. We found him a well-prepared and professional facilitator, and particularly appreciated his experience and insight into the practice of mediation.

We hope you will recognize Brad's role in the implementation of our employee mediation program, and will congratulate him in helping us offer state employees a fair and just resolution to their disputes.

Sincerely,

James G. Benway
Assistant State Court Administrator
Director of Human Resources

Tammy L. Quinn
Human Resource Specialist
Employee Mediation Program Director



To: Colorado State Archives,

During the week of June 3-7, we spent several hours in your Archives looking for information on our family. All of the staff members were very helpful and courteous to us. But one staff person went above and beyond the job description and was with us every step of the way through the entire week. He even tried to find information for us in resources that were unknown to us even though I had thoroughly gone through your website before leaving our home in Boise, Idaho.

Lance Christensen was extremely helpful to us and was deeply involved in our search. And at the end of the week when we found the death information of our great-grandmother, he remembered that that was the prime information we were seeking on the first day we went in there. He rejoiced with us when we found information and then went in search of more sources for us. I have done family history research in many locations and types of archives for the past 35+ years, but have never received the personal help and attention that Lance

gave us. Even though we thanked him in person as well as by email and told him how much it meant to us to have such personal assistance, we wanted someone else in the Archives to know this also and know how much we appreciated his knowledge and his expertise as well as his willingness to help.

You are very blessed to have that caliber of help on your staff. Thank you for ALL the staff members and their kindness in helping us with our search. The information we obtained in your facility was invaluable but those helping us locate it were even more invaluable.

Sincerely,

Wayne & Darline Burke
Boise, ID

KUDOS CORNER

Mike Sexson of Central Collections received Kudos from two of his customers this month. Fran from CSU expressed his appreciation for Mike's prompt responses and his ability to get resolution to problems quickly. Mike was also complemented by Judy Bates of the Colorado Lottery for his professionalism, job knowledge and courtesy. "He will do whatever is necessary to assist me," says Judy. "He listens to my question, and promptly responds with an answer."

PERSONNEL CHANGES

PROMOTIONS:

Crystal Aragon, DCS
Theresa Griego, DCS
Ronda McGovern, DOAH
Mercy Fischer, DOAH
Roslyn McMillon, DOAH
Richard Walker, DOAH
Alexis Richardson, DHR
Travis Engelhardt, DHR
Joi Simpson, DHR
Laurie Benallo, DHR
Iris Goodrich, DHR

TRANSFERS IN:

Crystal Cortes, DOAH

TRANSFERS OUT:

Michelle Padilla, Department of Human Services
Michelle Runck, Department of Human Services

HAIL TO THE CHIEFS

BY MARSHALL SNIDER

I am the Chief Judge at the Division of Administrative Hearings. With any luck, I will someday be a chief of a different kind: chief of the village of Sa'llele in American Samoa.

I have no Samoan blood or ancestry that would allow me to lay claim to that title. I am pure Eastern European, going back as far as my family can tell. So how do I plan to become a "Matai" (Samoan chief)? The answer is simple: *tradition*.

In 1982, I left my job at the Colorado Attorney General's Office to travel around the world (San Francisco to New York, the hard way). My first stop was in Pago Pago, the capital of the territory of American Samoa. Samoans are notoriously hospitable folks. To prove that, when I paid a courtesy call on the territorial Attorney General he immediately asked me to put my travel plans on hold and stay in Pago Pago, to work as an Assistant Attorney General.

Lutumu Talauega was equally friendly. Lutumu was the Matai of Sa'llele, a beautiful, small village on the north coast of the island of Tutuila. He was also a social worker in Pago Pago (with a master's degree from the University of California). I met Lutumu in town and he invited me to visit Sa'llele on the upcoming White Sunday holiday weekend. White Sunday is a major Samoan religious holiday held the second Sunday of October; the villagers dress in white clothes and parade down the beach singing Samoan melodies on their way to church services. Because Samoans sing like angels the procession is wonderfully spiritual. After church there is an *umu*, a huge traditional feast served on banana leaves as you sit on the floor of the main meeting-house in the center of the village.



Lutumu Talauega and Marshall Snider, 1982

Sa'llele was too nice to leave, and hoping not to abuse Lutumu's hospitality I asked to stay a few more days. In

typical Samoan fashion, I was invited to stay as long as I would like. I was given my own *fale* (traditional Samoan thatched roof hut) on the beach at the edge of the village. Lutumu's mother brought me tea at dawn and young men pulled lobster out of the sea for my dinner. This was an unbelievable way to start my year's journey, and I stayed a week as the honored guest of the village before leaving to spend several more months traveling the Pacific. I kept traveling around the world

and when I returned to Denver I became an Administrative Law Judge at DOAH.

Fast forward to 1997. I had married since my first trip to Samoa and was anxious for my wife, Suzanne, to see the Pacific islands I had experienced 15 years earlier. With another couple we headed out for American Samoa, Western Samoa (an independent nation-cousin to the U.S. territory) and the Kingdom of Tonga. Our first stop was, of course, Pago Pago.

I had lost touch with Lutumu after returning to Denver in 1983, but still, Tutuila is not that big and we managed to locate him after asking around. Actually, an acquaintance of his who we ran across called him on the phone at home.

It never occurred to me to call him: in 1982 there were no phones or running water in the villages of Tutuila. Progress had come to rural Samoa.



Lutumu Talauega, Suzanne Snider, and travelling companions, 1997.

Our arrival was big news. We were invited to Sa'llele and a feast was planned for the next night. When we arrived, I immediately noticed that the village had changed: the church and my *fale* had been destroyed in a cyclone. They had rebuilt the church, but not the *fale*, so we. We now slept on the floor of the same meeting-house where I had enjoyed the White Sunday *umu* 15 years earlier.

I brought photographs from 1982 and the people of Sa'llele were ecstatic. It was as if we had stumbled upon a big family reunion. People huddled around the photos pointing out their younger selves and remembering relatives who had since passed away. Then we went to choir practice at the church where they were preparing for the upcoming Christmas services. Again, those beautiful Samoan voices brought a tear to the eye. Lutumu interrupted the practice to introduce Suzanne and me and our friends, and had us come to the front of the church to accept the greetings of the congregation.

And my chiefdom? According to local tradition, any person who visits a Samoan village three times becomes an honorary chief. With any luck, I will get back to Sa'llele someday to receive the second "chief" title I will have been privileged to have held in my life.

This and That:

- The sailor in the photo accompanying last issue's story was *not* Charles Lightoller, but rather an unbelievably young (and thin) junior American naval officer on the USS Oklahoma City (CG-5), circa 1979. But that's a story for another day.